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OneSC Phase 2: Goals
Decker Email #2

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In the email I sent to you just before Memorial Day, I noted that Ray Orbach has set three overarching goals to guide our efforts to both achieve his vision for Phase 2 of the OneSC Project and to guide our implementation of Phase 1 results. In this email, I'd like to discuss the Phase 2 goals in a little more detail and how we will recognize when they have been achieved.

Goal 1: Be "best in class" in delivering high quality science; contract/technical management; and business, administrative, and technical support.

Phase 2 is intended to take unnecessary work out of the system, enable the Federal workforce to be more productive, support improved laboratory contractor performance, and ultimately drive down the cost of doing business in SC's Federal and contractor facilities. By becoming best in class in all aspects of our management operations– contract/technical management and business, administrative, and technical support– SC will not only continue to compete successfully for the scarce resources required to deliver continued leadership in science for the Nation, but be better positioned to do so.

Goal 2: Integrate science and operations.

Many of you are probably aware that historically within SC, scientific program development and management have been isolated from operations management– the execution and implementation of SC's science programs. I believe that OneSC cannot be truly effective until the interrelationship between science and operations is optimized with Forrestal, Germantown, the Site Offices, and the Integrated Support Center (ISC) seamlessly linked to accomplish the SC mission.

How will we recognize when the barrier between science and operations is gone? Below are a few examples that come to mind; I am sure you can think of many more:
- policy decisions give equal consideration to both scientific and operational priorities;
- Site Managers and Associate Directors consistently provide Ray, Don, and me with sufficient information to assess the performance of each of the SC laboratories and their associated management and operating contractors and to identify issues, make decisions, and where appropriate, provide direction;
- the number of times when Ray, Don, and I are "surprised" by significant problems at one of the laboratories is greatly reduced;
- the number of "mixed messages" that SC laboratories receive from Program Office and Site Office staff is negligible;
- all SC employees share a coherent and consistent picture of what SC is working to achieve at our national laboratories, colleges, and universities for the Department and the Nation; each employee understands how their individual efforts contribute to accomplishing SC's mission and goals; and
- all SC employees understand and value each other's roles– at Headquarters, in the Site Offices, and at the ISC.

Goal 3: Create one "corporation" from 12 geographic and culturally diverse sites.

I am aware of the fact that the SC organization that was officially stood-up on March 20 is still just a disparate collection of offices consolidated into a new organization structure. There are many examples which illustrate this, but the most obvious one to me is that business practices vary widely by location and unique business systems proliferate throughout SC. In fact, we have a minimum of three ways of doing business based on geographical location (Chicago, Forrestal/Germantown, and Oak Ridge). Such differences are not only costly but also make coordination across SC challenging and improvements in systems difficult. Other obvious examples that come to my mind are that SC laboratories doing essentially the same type of work must meet different requirements and Federal personnel policy varies depending on location. Again, I am certain you could think of many more examples that I haven't mentioned here.

How will we recognize when SC is one "corporation" instead of a collection of separate entities? Two simple examples of how we will know when we have reached that goal are:
- A single way of doing business exists throughout the SC complex for all management systems. When this is true, SC employees could transfer from Chicago to Oak Ridge to Germantown to Princeton and never notice a difference in how business processes are executed.
- SC has a complex-wide personnel system that treats all SC employees equally regardless of their location, but still recognizes SC's obligations under the collective bargaining agreements in place at Oak Ridge and Forrestal/Germantown.

As I stated in my first email, I'd like to keep these communications relatively short, so I will end here for now. Please watch for upcoming emails regarding how we plan to achieve Phase 2 goals and recent Phase 2 accomplishments. I'll also take this opportunity to remind you that the most recent Phase 2 developments can be found in the "What's New!" section of the OneSC homepage at www.screstruct.doe.gov.

Jim Decker
Principal Deputy Director/OneSC Program Manager